

City of Ramsey Performance Management



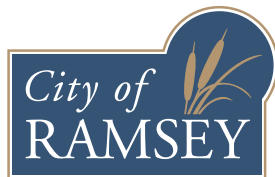
Prepared by

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Students in HRIR 6304: Employee Development: Creating a Competitive Advantage

Instructor: Stacy Doepner-Hove

Carlson School of Management



Prepared in Collaboration with

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Human Resources Manager

City of Ramsey



Resilient Communities Project

UNIVERSITY OF MINNESOTA

Building community-university partnerships for sustainability

The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Ramsey.



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City of Ramsey Performance Management

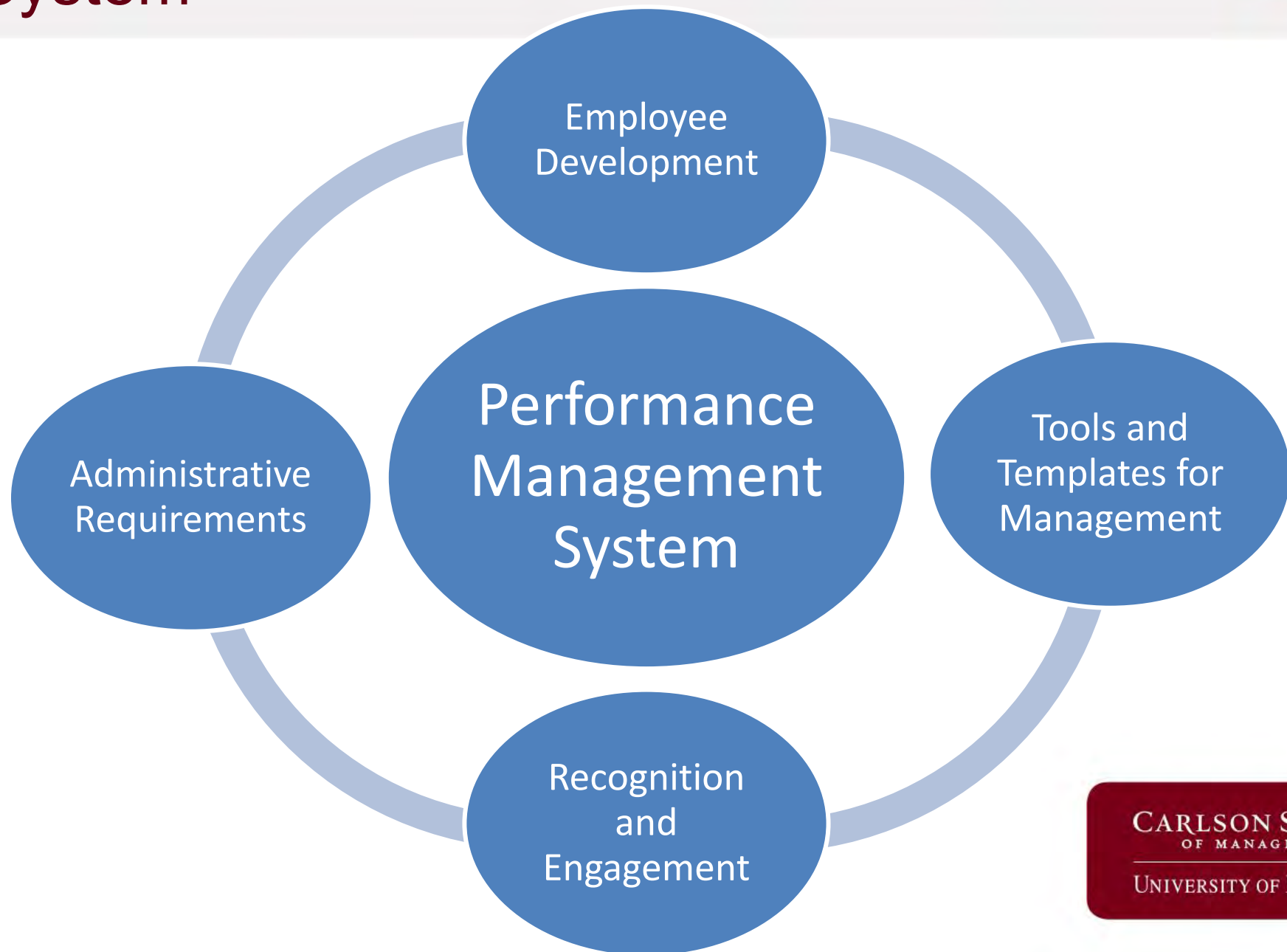
Josh Eslinger

Susan Rajbhandi

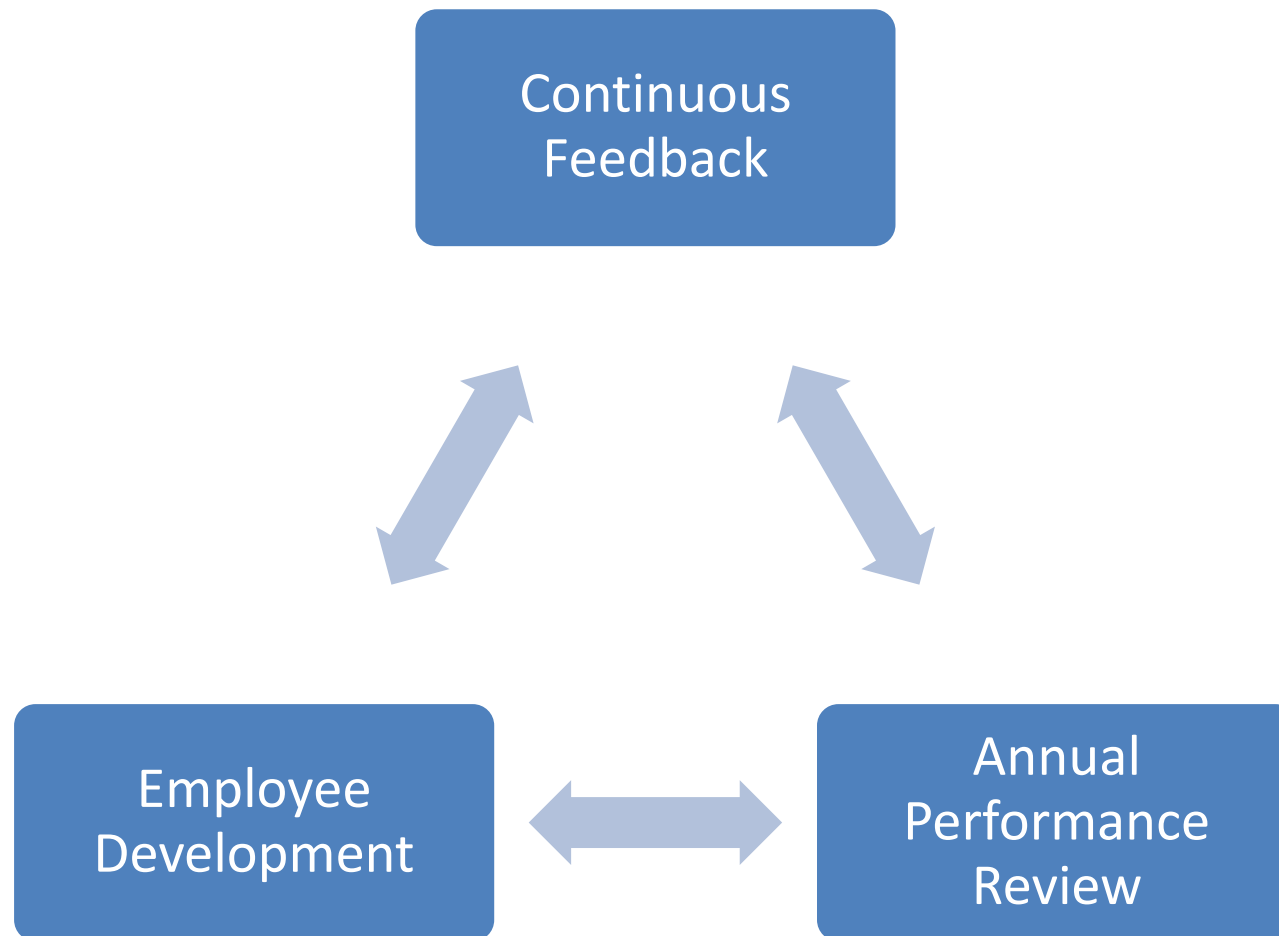
Maria Zelinsky

Carlson School of Management

Mission – To Create Performance Management System



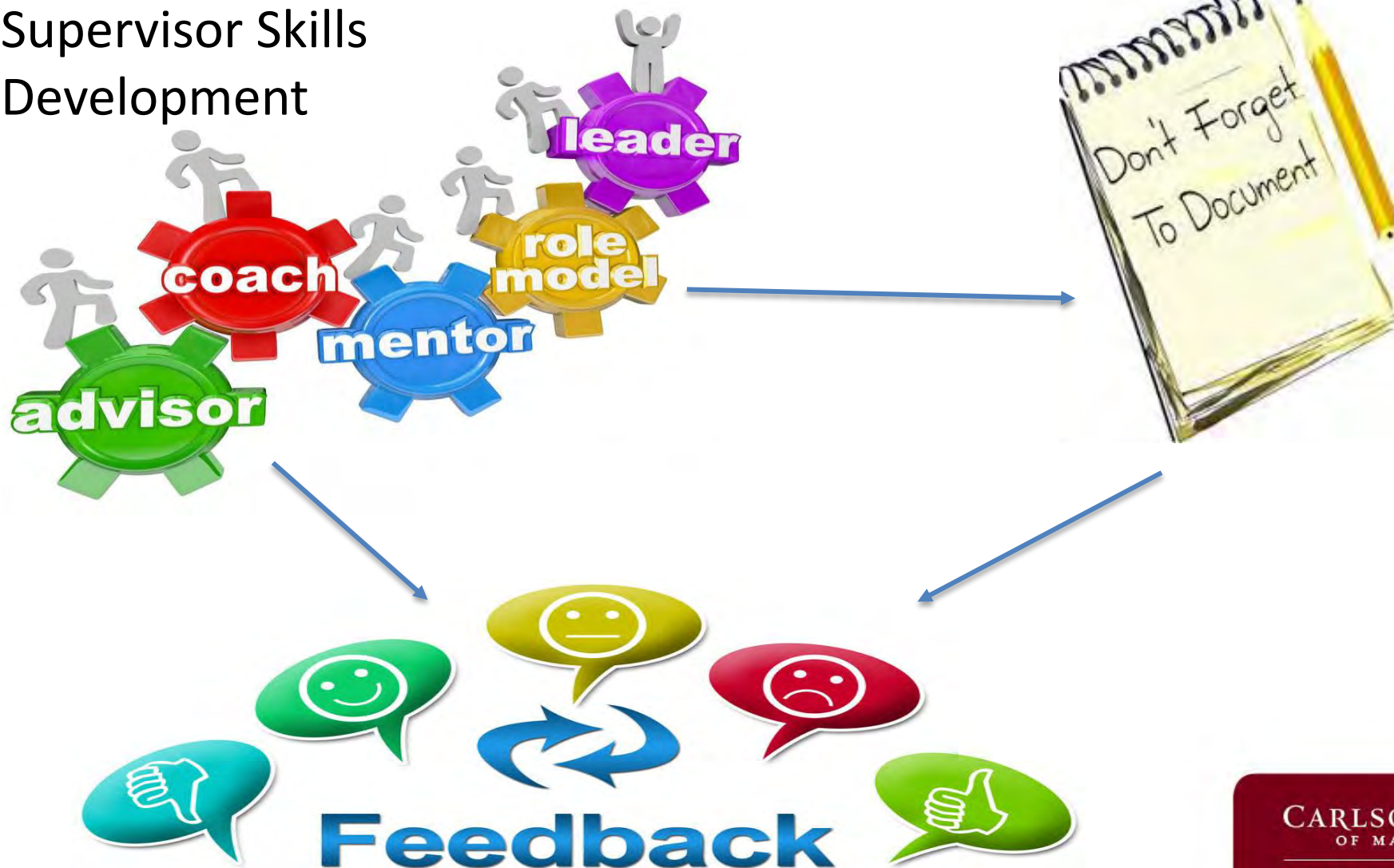
Performance Management System Summary



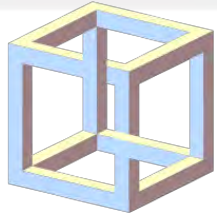
Continuous Feedback



Supervisor Skills
Development



Annual Performance Review



Shaping Employee Development



Character, Performance, Potential

- Organizational Benefit:
 - Identify Skills Gap, Best Practices, and Barriers
 - Some Assessment
 - Minimal Administrative Record

Employee Development Outline



- Forward-looking, detailed “to-do” list
- Creating highly-regarded SMEs – a legacy
- Link programs
- Flexible, generalized across all departments
- Decision making to invest resources in employees with great potential

Employee Development



Categorized Developmental Areas:

- Professional Development
- Personal Development
- Service to Community

Employee Development Form



- Employee Development form and Managerial Guide

The image shows two overlapping copies of the "Employee Development Form Managerial Guide" from the City of Ramsey. The forms are white with blue and yellow accents. The top form is slightly offset to the right and top, showing its full content. The bottom form is partially obscured by the top one.

City of RAMSEY

EMPLOYEE DEVELOPMENT FORM MANAGERIAL GUIDE

Administrative Data

Employee Name	Enter employee's name
Job Title	Enter employee's current job title
Department	Enter the department the employee is currently in
Supervisor	Enter the employee's supervisor Name
Supervisor Title	Enter the title of the employee's supervisor
Time Period Covered	Enter start date and end date

The purpose of this Employee Development Form is to record a mutual understanding between the employee and the supervisor of the employee to define a course of action for the development of the intended employee.

Part I: Professional Development

Will the employee develop professionally during this period?

☐ Yes ☐ No

Check the box on the right after coming to a mutual understanding with the employee.

Employee Development



Some Recommendations:

1. Professional
 - Training and certificates
 - Education institutions
2. Personal
 - Start a Community Toastmasters Club
3. Service to Community
 - Training resource can be obtained from EPA

Succession Planning



- Link the Succession Planning to EE with High Growth Potential
 - 5 year Staffing Plan
 - Goals for Summary of Work Plan

Recognition



Different Color Values
Ribbons



Share Employees successes in
Career Development



Recognition



Managerial Award for Successful Managers who Develop and Empower Their employees



Pitfalls to Avoid



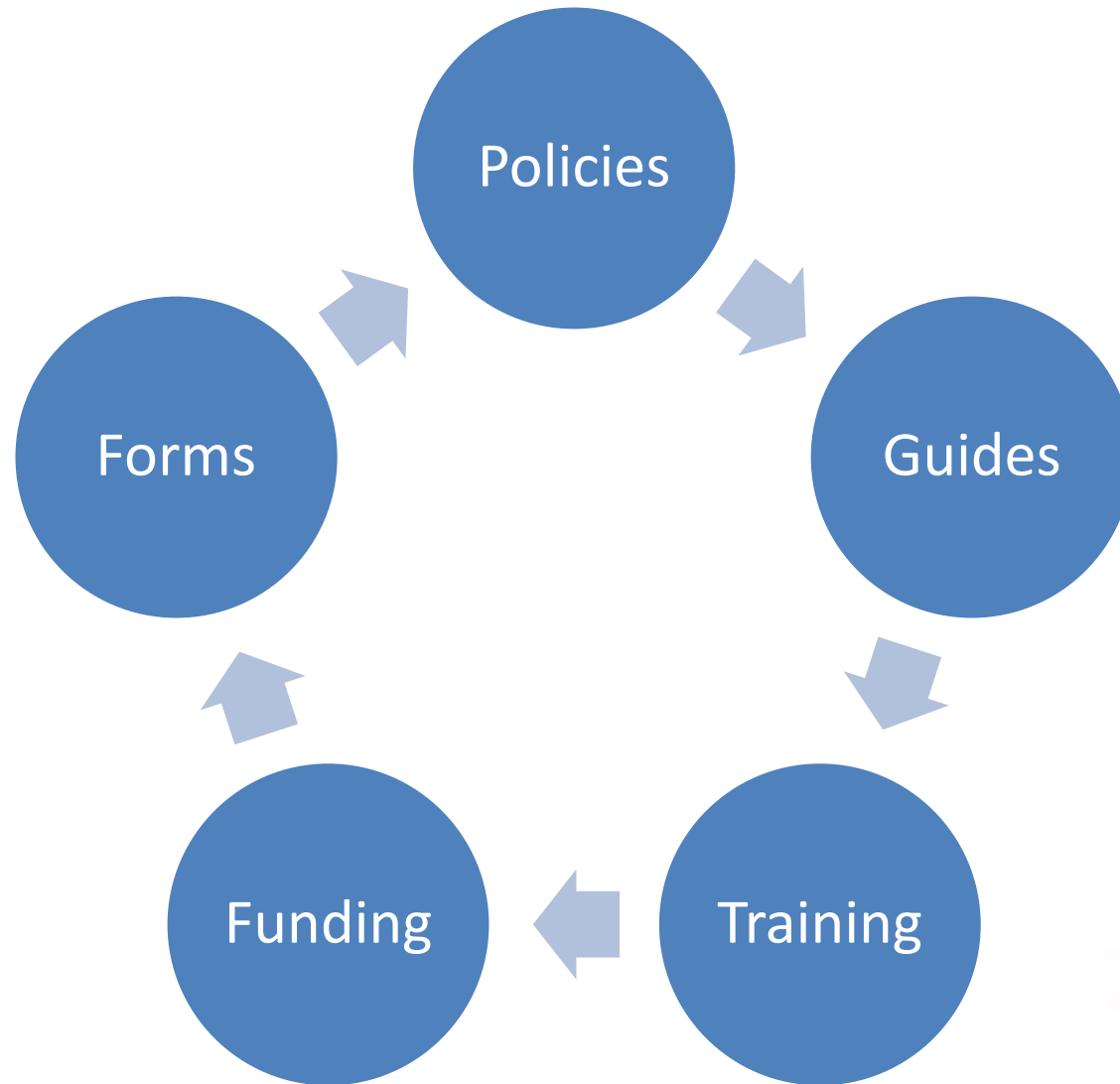
- Individual adjustments
(Give them some slack)
- Time between continuous feedback
- Fully separating performance and development

Other Considerations



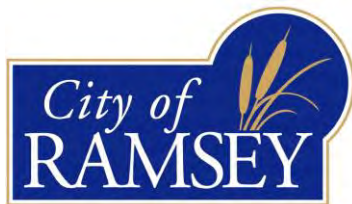
- Purchase Performance Management System Software – decided against
- Managerial Training – not priority
- Team/Department development plans – not priority

Implementation Summary





Questions



EMPLOYEE EVALUATION

Administrative Data				
Employee Name				
Job Title				
Department				
Review Period	From		Thru	
Reviewer				
Title of Reviewer				
Type of Review	Annual	<input checked="" type="checkbox"/> X	Step Increase	Probationary

The purpose of this evaluation is to record employee performance in service to the city. This document is not intended to serve as a substitute for continuous feedback between employee and supervisor. Both employee and supervisor are responsible for building a relationship of continuous feedback. This document is intended to support and augment the employee's development plan.

Part I: Character – Living Ramsey Core Values		
Does the employee demonstrate the core values?	Yes	No
<i>Ethics and integrity:</i> Practices high ethical standards and can be trusted.		
<i>Fiscal responsibility:</i> Works with attention to value, and properly manages budget.		
<i>Cooperation and teamwork:</i> Respectful and helpful to teammates, always.		
<i>Open and honest communication:</i> Actively provides and receives feedback, directly and candidly.		
<i>Excellence and quality in the delivery of service:</i> Achieves annual work goals and does high quality work.		
<i>Treating people with respect & fairness:</i> Treats people with courtesy, respect and fairness regardless of circumstances.		
<i>Adaptability and Continuous Learning:</i> Demonstrates flexibility to changing environments and is continuously open to learning, to be better prepared for the future.		
1. Explain any rated "No":		
2. (Optional) What is a noteworthy action this employee takes in demonstrating these values that could stand as an example to other employees?		

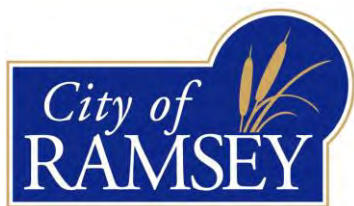
Part II: Performance – Serving the Community									
Overall Performance Rating <small>See guide for detailed rating explanations.</small> <small>All employees must have individual development plan to outline areas of improvement regardless of performance rating.</small>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30px; border: 1px solid black;"></td> <td style="padding: 5px;">Unsatisfactory</td> </tr> <tr> <td style="border: 1px solid black;"></td> <td style="padding: 5px;">Needs Improvement</td> </tr> <tr> <td style="border: 1px solid black;"></td> <td style="padding: 5px;">Meets Expectations</td> </tr> <tr> <td style="border: 1px solid black;"></td> <td style="padding: 5px;">Exceeds Expectations</td> </tr> </table>		Unsatisfactory		Needs Improvement		Meets Expectations		Exceeds Expectations
	Unsatisfactory								
	Needs Improvement								
	Meets Expectations								
	Exceeds Expectations								
Supporting Notes (Optional):									

Part II: Performance (continued)	
1. During this rated period, what was the employee's most successful area of development?	
2. During this rated period, what development goals were not achieved? Please outline any personal or organizational barriers that hindered this development.	
3. How does this employee contribute to developing individual subordinates or coworkers, the department, or the City?	
4. Did the employee complete the Job Shadow Program recommended on the last evaluation? Comment on the benefits gained from this experience.	
5. (Optional) Additional comment on employee's job knowledge, dependability, motivation, decision making, etc.	

Part III: Potential – Preparing for the Future	
Overall Potential Rating <small>See guide for detailed rating explanations.</small>	Significant Development Needed
	High Growth Potential
	Growing Expertise
	Recognized Subject Matter Expert
1. Does the employee possess any knowledge, skills, or abilities that are particularly valuable to the City and set them apart from other employees?	
2. I recommend that the employee complete a Job Shadow Program in the following department before their next evaluation:	
3. I recommend that the employee seek additional service opportunity as:	
4. (Optional) Would you rate this employee's promotion potential as greater than peers, level with peers, or lower than peers?	

I, the undersigned, acknowledge that I have received and reviewed the above document:

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	Date: _____
Department Head's Signature: _____	Date: _____
City Administrator's Signature: _____	Date: _____



EMPLOYEE EVALUATION MANAGERIAL GUIDE

Administrative Data

1. Complete the evaluation prior to the end of the employee's probationary period and, thereafter, every year on the employee's anniversary date. Be sure that your "From" and "Thru" dates of the review period are consistent with those on record with Human Resources.
2. Remember the purpose of this evaluation (written below) it is not a substitute for the relationship of continuous feedback and expectations that you have with your employee.
3. This form is intended to support development. Utilize the employee development plan for all employees.

The purpose of this evaluation is to record employee performance in service to the city. This document is not intended to serve as a substitute for continuous feedback between employee and supervisor. Both employee and supervisor are responsible for building a relationship of continuous feedback. This document is intended to support and augment the employee's development plan.

Part I: Character – Living Ramsey Core Values

Does the employee demonstrate the core values?	Yes	No
1. Record an "X" in the column to correspond with your rating of the employee's demonstrated values. ➡		
2. Explain any "No" ratings in the first box (#1) below. ↓		
3. The optional box below (#2) is to recognize any actions that the employee takes in line with the City's values. This may be used to inform formal recognition programs or seek out ideas on organizational change initiatives.		
1. Explain any rated "No":		
2. (Optional) What is a noteworthy action this employee takes in demonstrating these values that could stand as an example to other employees?		

Part II: Performance – Serving the Community

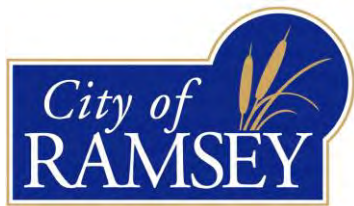
Overall Performance Rating Record an "X" in the row to correspond with your rating of the employee's overall performance. ➡	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<p><u>Unsatisfactory</u>: Performance at this level is unacceptable. The work is below the level expected of a proficient employee. The employee development plan must be updated with the employee at the time of the evaluation.</p> <p><u>Needs Improvement</u>: Performance at the level is below expectations and is unacceptable. Some aspects of performance may meet expectations, but the work in general is below the level expected of a proficient employee. Supervisors who fail to complete employee development plans or submit timely evaluations should be rated in this category. The employee development plan must be updated with the employee at the time of the evaluation.</p> <p><u>Meets Expectations</u>: Employee is qualified, competent, and valued. Errors are within acceptable limits; employee learns from failures and does not repeat them.</p> <p><u>Exceeds Expectations</u>: Employee consistently contributes above expected levels. Employee stands out from peers in similar positions or in the same profession.</p>
Supporting Notes (Optional): 1. Note attached, updated employee development plan if applicable in this box. 2. No notes required for "Meets Expectations" or "Exceeds Expectations." 3. Outline differing performance levels for various tasks or parts of their job.		

Part II: Performance (continued)	
1. During this rated period, what was the employee's most successful area of development? The emphasis of this evaluation is on development. Note significant progress made in personal, professional, team, etc. development goals.	
2. During this rated period, what development goals were not achieved? Please outline any personal or organizational barriers that hindered this development. If employee failed to meet any goals as defined in their development plan use this space to record the progress, define the issue, and recommend changes.	
3. How does this employee contribute to developing individual subordinates or coworkers, the department, or the City? All employees have the opportunity to improve themselves, build the team, and/or bring growing value to the community.	
4. Did the employee complete the Job Shadow Program recommended on the last evaluation? Comment on the benefits gained from this experience. This is used for reflection and feedback. As a manager you can reflect on the value/change that this experience brought to your department. HR collects all comments which can be available for reference.	
5. (Optional) Additional comment on employee's job knowledge, dependability, motivation, decision making, etc. Any additional comments that would assist with future employment decision-making (promotion, merit raise, etc.). Not required for positions where differentiation is not a priority.	

Part III: Potential – Preparing for the Future									
Overall Potential Rating Record an "X" in the row to correspond with your rating of the employee's overall potential. ➡	<table border="1"> <tr> <td></td> <td><u>Significant Development Needed</u>: Employee learns slowly or hasn't had the opportunity to gain any valuable experience. Consistently their "first day."</td> </tr> <tr> <td></td> <td><u>High Growth Potential</u>: Learns quickly but lacks experience.</td> </tr> <tr> <td></td> <td><u>Growing Expertise</u>: Knowledgeable, experienced, and sought out for advice.</td> </tr> <tr> <td></td> <td><u>Recognized SME</u>: Knowledge and experience unrivaled in the city. Key to continuity in the department.</td> </tr> </table>		<u>Significant Development Needed</u> : Employee learns slowly or hasn't had the opportunity to gain any valuable experience. Consistently their "first day."		<u>High Growth Potential</u> : Learns quickly but lacks experience.		<u>Growing Expertise</u> : Knowledgeable, experienced, and sought out for advice.		<u>Recognized SME</u> : Knowledge and experience unrivaled in the city. Key to continuity in the department.
	<u>Significant Development Needed</u> : Employee learns slowly or hasn't had the opportunity to gain any valuable experience. Consistently their "first day."								
	<u>High Growth Potential</u> : Learns quickly but lacks experience.								
	<u>Growing Expertise</u> : Knowledgeable, experienced, and sought out for advice.								
	<u>Recognized SME</u> : Knowledge and experience unrivaled in the city. Key to continuity in the department.								
1. Does the employee possess any knowledge, skills, or abilities that are particularly valuable to the City and set them apart from other employees? This box is to be used by HR to examine possible skill gaps or areas of future development.									
2. I recommend that the employee complete a Job Shadow Program in the following department before their next evaluation: The Job Shadow Program helps employees to experience the operation of the city as a whole. Examine where past or future friction between departments could be alleviated through the employee's experience gained working with the other department.									
3. I recommend that the employee seek additional service opportunity as: Utilize this box to recommend additional service opportunities such as wellness or diversity champion, representative on the labor/management committee, etc.									
4. (Optional) Would you rate this employee's promotion potential as greater than peers, level with peers, or lower than peers? The intended use of this box is for future employment decision-making. Comment is not required for positions where differentiation is not a priority.									

I, the undersigned, acknowledge that I have received and reviewed the above document:

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	Date: _____
Department Head's Signature: _____	Date: _____
City Administrator's Signature: _____	Date: _____



EMPLOYEE DEVELOPMENT FORM

Administrative Data

Employee Name	
Job Title	
Department	
Supervisor	
Supervisor Title	
Time Period Covered	

The purpose of this Employee Development Form is to record a mutual understanding between the employee and the supervisor of the employee to define a course of action for the development of the intended employee.

Part I: Professional Development

Will the employee develop professionally during this period?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What type of professional development activity will the employee be involved in?		
Intended goal to accomplish at the end of the program.		
Intended start date of the activity for development.		
Intended end date of the activity for development.		

Part II: Personal Development

Will the employee develop personally during this period?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What type of professional development activity will the employee be involved in?		
Intended goal to accomplish at the end of the program.		
Intended start date of the activity for development.		
Intended end date of the activity for development.		

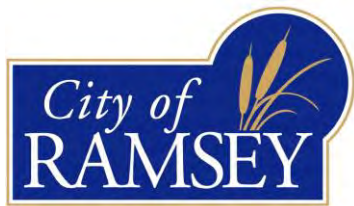
Part III: Service to Community	
Will the employee develop in service to the community during this period?	<input type="checkbox"/> Yes <input type="checkbox"/> No
What type of professional development activity will the employee be involved in?	
Intended goal to accomplish at the end of the program.	
Intended start date of the activity for development.	
Intended end date of the activity for development.	

I, the undersigned, acknowledge that I have received and reviewed the above document:

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	Date: _____
Department Head's Signature: _____	Date: _____
City Administrator's Signature: _____	Date: _____

Periodic Review:

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	
Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	
Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	



EMPLOYEE DEVELOPMENT FORM MANAGERIAL GUIDE

Administrative Data	
Employee Name	Enter employee's name
Job Title	Enter employee's current job title
Department	Enter the department the employee is currently in
Supervisor	Enter the employee's supervisor Name
Supervisor Title	Enter the title of the employee's supervisor
Time Period Covered	Enter start date and end date

The purpose of this Employee Development Form is to record a mutual understanding between the employee and the supervisor of the employee to define a course of action for the development of the intended employee.

Part I: Professional Development	
Will the employee develop professionally during this period? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Check the box on the right after coming to a mutual understanding with the employee.</i>	
What type of Professional Development activity will the employee be involved in? <i>Be specific as you enter the information in this box. Specify if it is a training, job shadow program, education program, certification(s), etc. that the employee is being recommended for.</i>	
Intended goal to accomplish at the end of the program. <i>Enter what type of professional skill set do you want the employee to develop at the end of the program to add value to the City of Ramsey.</i>	
Intended start date of the activity for development.	Enter a mutually agreed upon start date with the employee.
Intended end date of the activity for development.	Enter a mutually agreed upon end date with the employee.

Part II: Personal Development	
Will the employee develop personally during this period? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Check the box on the right after coming to a mutual understanding with the employee.</i>	
What type of Personal Development activity will the employee be involved in? <i>Be specific as you enter the information in this box. Specify if it is communication, leadership, wellness, innovation, decision making etc.</i>	
Intended goal to accomplish at the end of the program. <i>Enter what type of personal skill set do you want the employee to develop at the end of the program to add value to the City of Ramsey.</i>	
Intended start date of the activity for development.	Enter a mutually agreed upon start date with the employee.
Intended end date of the activity for development.	Enter a mutually agreed upon end date with the employee.

Part III: Service to Community	
Will the employee develop in service to the community during this period? <input type="checkbox"/> Yes <input type="checkbox"/> No Check the box on the right after coming to a mutual understanding with the employee.	
What type of professional development activity will the employee be involved in? Be specific as you enter the information in this box. Specify if it is sustainability, customer service, etc. For Example: Environment Protection Agency (EPA) Green Jobs training.	
Intended goal to accomplish at the end of the program. Enter what type of personal skill set do you want the employee to develop at the end of the program to add value to the City of Ramsey.	
Intended start date of the activity for development.	Enter a mutually agreed upon start date with the employee.
Intended end date of the activity for development.	Enter a mutually agreed upon end date with the employee.

I, the undersigned, acknowledge that I have received and reviewed the above document:

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	Date: _____
Department Head's Signature: _____	Date: _____
City Administrator's Signature: _____	Date: _____

Periodic Review: If used as ongoing document can use this section to record dates of changes.

Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	
Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	
Employee's Signature: _____	Date: _____
Supervisor's Signature: _____	